

HASP Template

UNITED STATES DEPARTMENT OF AGRICULTURAL
ANIMAL AND PLANT HEALTH INSPECTION SERVICE

HASP Section 2 Key Personnel/Identification of Roles and Responsibilities

2.1 Overview

Many incidents, whether major or minor, require an organized response to handle effectively. To coordinate and effectively use all the available resources, a formalized system for organization must be in place. A formalized system lends **consistency** to the way team members and agencies function in an emergency, and it fosters **efficiency** by eliminating the need to “reinvent the wheel” for each new emergency.

It is essential that response organizations have a command structure in place *before* an incident occurs. Such a system will help avoid problems in communication and coordination and will facilitate the protection of life and property.

The Incident Command System (ICS) achieves these goals by pre-establishing a command structure that can be used for any incident. ICS identifies the Incident Commander, the Command Staff, and the General Staff positions.

The ICS organizational structure may include five functional areas:

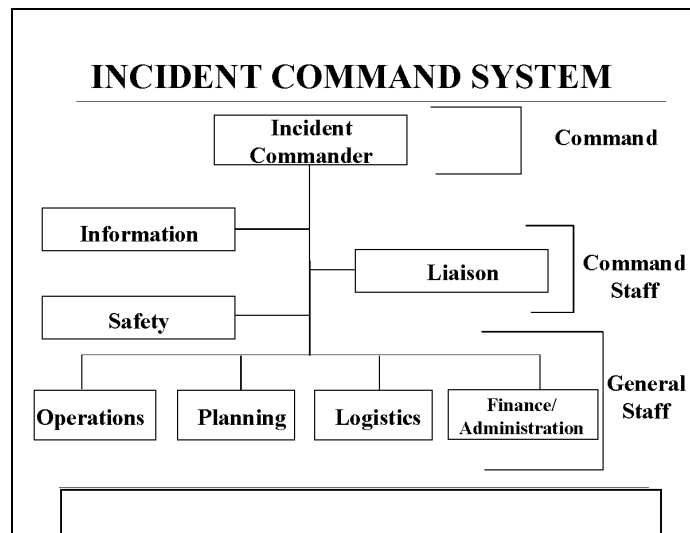
- **Command:** Responsible for overall command of the incident. May include Command Staff positions responsible for:

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- ☐ Safety
- ☐ Liaison
- ☐ Information

- **Operations:** Responsible for all tactical operations at the incident.
- **Planning:** Responsible for collection, evaluation, dissemination, and use of information about incident development and the status of resources.
- **Logistics:** Responsible for providing facilities, services, and materials for the incident.
- **Finance/Administration:** Responsible for all costs and financial considerations of the incident.



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2.2 Specific Responsibilities

i.) The Incident Commander

The Incident Commander (IC) is head of the command function. ICs are selected on the basis of who has primary authority for overall control of the incident. The IC may change at various stages of the incident but initially will be the senior official on the scene until relieved by a more senior or expert individual..

The IC is responsible for overall management of the incident. Major concerns for command include:

- Performing command activities, such as establishing command and establishing a Command Post.
- Protecting life and property.
- Controlling resources, including personnel and equipment.
- Ensuring personnel accountability for safety and task accomplishment.
- Maintaining effective liaison with outside agencies and resources.

Incident management includes the following major responsibilities:

- Establishing command.
- Ensuring responder safety.
- Assessing incident priorities.
- Determining goals.
- Determining objectives.
- Developing and implementing the incident action plan.
- Developing an appropriate organizational structure.

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- Maintaining a manageable span of control.
- Managing incident resources.
- Coordinating overall emergency activities.
- Coordinating activities of outside agencies.
- Authorizing release of information to the media.

An effective IC must be proactive, decisive, objective, calm, and a quick thinker. To handle all the responsibilities of this role, the IC also needs to be adaptable, flexible, and realistic about his or her limitations.

Command Staff

ii.) Safety Officer

The Incident Safety Officer must monitor and assess the safety hazards and unsafe situations to develop measures for ensuring personnel safety. The Incident Safety Officer can stop any unsafe operations without IC approval, but must use discretion in issuing a stop-work order. Conditions under which the Incident Safety Officer may stop work are limited to imminent danger to life or health.

The Incident Safety Officer position is implemented when necessary to manage the safety of all personnel and to relieve the IC of direct involvement in this responsibility. The Incident Safety officer also keeps the IC informed of present problems and potential hazards.

The Incident Safety Officer should not only identify problems, but also should suggest solutions to minimize the risks. The IC will use the

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information provided by the Incident Safety Officer during development of the incident action plan.

The Incident Safety Officer has the authority to bypass the chain of command when it is necessary to correct unsafe acts immediately, such as removing all personnel from areas of *imminent* danger. The IC always must be informed of any corrective actions.

The Incident Safety Officer also has primary responsibility for the following:

- Ensuring personnel have access to the HASP and are aware of its provisions.
- Maintaining documentation of worker training, calibration of field instruments, visitors, and medical surveillance monitoring.
- Ensuring the proper cleaning and maintenance of personal protective equipment (PPE) and determining the need for additional equipment, depending on specific conditions.
- Obtaining emergency assistance
- Preparing and submitting incident reports.
- Documenting field changes to the HASP and/or Work Plan
- Approving upgrades and/or downgrades in PPE.

OSHA Forms 301 and 300 and CA/CA2. The Incident Safety Officer will maintain records of all reportable injuries, illnesses, first-aid treatments, and chemical exposure on OSHA Forms 300 and 301. All recordable injuries or illnesses will be recorded on the CA1 or CA2. At the end of the incident, the original forms will be sent to the SHEWB Workers Compensation Program Manager for maintenance. The OSHA Form 301 (Injuries and Illnesses Incident Report) will be

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maintained with the OSHA Form 300 for all recordable injuries, illnesses, and chemical exposures.

Due to the complicated and hazardous nature of deployments, additional aid may be needed to assure safety operations. An Assistant Safety Officer may be named by the Incident Safety Officer and specific operations may have a Safety Officer assigned (an example would include a De-Con Safety officer)

See the following Appendices:

2-A OSHA 300 and 301 forms

2-B CA 1 Notice of Traumatic Injury for Compensation

2-C CA 2 Notice of Occupational Illness for Compensation

2-D SF91 Notice of Auto Accident

iii.) Liaison Officer

A Liaison Officer is the point of contact for assisting or coordinating agencies. This function is assigned to prevent the IC from becoming overloaded by questions from the numerous assisting agencies that some incidents involve.

Liaison management provides lines of authority, responsibility, and communication with outside agencies.

The Liaison Officer position is usually implemented at large or complex incidents.

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One of the most important responsibilities of the Liaison Officer is to coordinate the management of the participating agencies. This coordination is essential; it prevents duplication of efforts and allows each agency to do what it does best.

In addition, there are sometimes special demands on the Liaison Officer:

- The Liaison Officer may act as *diplomat* when needed, such as when an agency is unfamiliar with ICS, when there is a lack of joint training among agencies, or when multiple agencies wish to establish their own Command Posts, which would result in lack of coordination and potentially unsafe operations.
- The Liaison Officer may occasionally need to give *strong direction* to help an agency fit into the system. This means “telling,” not requesting.

Liaison Officers need to have a specifically identified place for agencies to report in, work, and communicate with each other.

iv.) Information Officer

The Information Officer is responsible for interface with the local Public Information Officer, the media, and other appropriate agencies. This function is implemented to relieve the IC of working with the media, which would take him or her away from command responsibilities.

The needs of the media are real and must be met. The media needs accurate and consistent information. When the IC is not able to handle

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both managing the incident and informing the media, the Information Officer's position should be implemented.

The Information Officer should:

- Upon notification of the Information Officer assignment, report to the Command Post and obtain a briefing on the situation from the IC.
- Determine what is expected of him or her; what the Information Officer's media release authority is; and what types of releases, if any, can be made without the IC's approval.
- Establish a single incident information center or press area whenever possible. Media representatives need to be made aware of its location and the importance of their reporting there.

Unless the EOC is activated, or until deemed necessary by the IC, the information center will be at or near the scene of the emergency, away from the Command Post. The Information Officer needs to arrange for necessary workspace, materials, telephones, radios, and additional staffing.

- Coordinate with the EOC's Public Information Officer to prevent conflicting information.
- Obtain whatever personnel are needed, as the incident unfolds, to assist in the duties of the assignment. At least one assistant will be needed from the start.
- Coordinate all releases of significant information with the IC.
- Prepare an initial information summary as soon as possible. The Information Officer is responsible for releasing information to the news

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media and is responsible for posting information in the Command Post and in other appropriate locations.

- Establish specific times for news releases, fact sheets, or updates.
- Conduct tours of the emergency scene as directed by the IC. These tours should be made based on any safety guidelines established by the Safety Officer. Media representatives should have the proper protective clothing for the situation and be warned about specific dangers or potential problems.

General Staff

i.) Operations

The Operations Section, headed by the Operations Section Chief, is responsible for management of all tactical operations at the incident.

When an Operations Section is established, the Divisions and Groups responsible for tactical operations are typically set up under this section, as is the staging area.

The Operations Section (as with any section) should be established *only when necessary*—not to “over manage” the incident. Operations is staffed when the:

- IC has span-of-control problems.
- Incident covers a large geographical area.
- Incident is complex, and the IC needs assistance determining strategic goals and tactical objectives.

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Goals and objectives will change over time. Initially they will be linked to life-saving or life-safety activity. After the injured have been removed, goals may change to body recovery, protection of property, or recovery activities.

Responsibilities of Operations Section Chief

The Operations Section Chief has a number of responsibilities. He or she must:

- Direct and coordinate all tactical operations.
- Assist the IC in developing objectives for the incident.
- Develop operational plans.
- Request or release resources through the IC.
- Consult with the IC about the overall incident action plan.
- Keep the IC informed of situation and resource status within Operations.
- Supervise the Staging Area Manager.

Operations is staffed when the:

- IC has span-of-control problems (more people reporting to them than can be handled efficiently).
- Incident covers a large geographic area.
- Incident is complex, and the IC needs assistance in determining the goals and objectives.

ii.) Planning

The Planning Section, headed by the Planning Section Chief, is responsible for the collection, evaluation, dissemination, and use of

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information about the development of the incident and the status of resources.

Planning must include an assessment of the present and *projected* situation, constantly considering contingencies (remember Murphy's Law!). Proactive incident management depends on an accurate assessment of the incident's potential and a prediction of likely outcomes.

In addition to assessment of the situation status, there is a critical need to maintain information about resources committed to the incident and projected resource requirements.

Responsibilities of Planning Section Chief

The Planning Section Chief is responsible for managing information about the incident status and resources, and for assisting the IC.

These two major responsibilities include a number of activities. The Planning Section Chief manages information by:

- Collecting information regarding the incident and resources.
- Evaluating information received from a variety of sources.
- Disseminating information to the IC, Operations, and incident response personnel, as necessary.
- Preparing the incident action plan in conjunction with the IC and other Section Chiefs.

Also, the Planning Section Chief assists the IC in:

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- Developing an effective incident action plan based on projected needs.
- Modifying the incident action plan to meet changing needs.
- Anticipating changes in resource needs.
- Preparing alternate strategies and tactical options based on incident potential.

For example, in the case of a wildfire, the Planning Section Chief could monitor weather forecasts to determine if winds will spread the fire, and examine maps of the surrounding area to determine if evacuation should be planned before the fire spreads.

Units Within the Planning Section

The Planning Section Chief may establish various Groups (in this case, “*units*”) under Planning, as needed.

- *Situation Status Unit* (SITSTAT) gathers information and analyzes the situation as it progresses.
- *Resource Status Unit* (RESTAT) records the status of resources, including those already committed to the incident, anticipated needs, and the projected impact of additional resources responding to the incident.
- *Documentation Unit* records and protects all documents relevant to the incident. Examples of incident documentation include incident reports, communication logs, injury claims, and situation status reports. In major incidents, thorough documentation is critical to post-incident analysis.

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- *Demobilization Unit* is responsible for the development of a plan for the demobilization of the resources committed to an incident and assisting in the implementation of that plan.
- *Technical specialists* may be assigned anywhere in the ICS organization (such as to a Division or a Group within the Operations Section) as needed.

Technical specialists are persons with relevant special skills or knowledge that may be applied to support incident operations. Examples include bomb squad members, SWAT teams, or hostage negotiators.

iii.) Logistics Branch

The Logistics Section, headed by the Logistics Section Chief, is responsible for providing facilities, services, and materials for the incident. The Chief acts as “supply sergeant” for the incident and manages service and support resources.

For example, during a weekend-long concert, this person would be responsible for supplying food and drink, a cool and shaded place to rest, portable toilet facilities, and medical supplies to officers supplying security for the event.

The Logistics Section may be divided into a Service Branch and a Support Branch, each headed by a Branch Director.

Service Branch

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The Service Branch is responsible for service activities at the incident.

These activities include communications, emergency medical services for incident personnel, and provisions for feeding incident personnel.

If needed, the Service Branch may contain the Communications, Medical, and Food Units, with the following responsibilities.

Communications Unit:

- Develops plans for effective use of incident communications.
- Installs and tests communications equipment.
- Staffs and manages the incident communications center.
- Distributes communications equipment to personnel.
- Maintains and repairs communications equipment.

Medical Unit:

- Develops the Emergency Medical Plan for the responders.
- Obtains medical aid and transportation for injured and ill incident response personnel.
- Prepares reports and records.
- May be assigned to assist Operations elements in supplying medical care and assistance to civilian casualties.

Food Unit:

- Determines feeding requirements at all incident facilities.
- Plans menus.
- Determines cooking facility requirements.

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- Prepares and serves food and potable water.
- Maintains food service areas.

Support Branch

The Support Branch is responsible for providing personnel, equipment, and supplies to support incident operations. These activities include supply, provision of fixed incident facilities, and ground support (such as fueling and maintenance of equipment).

If needed, the Support Branch may contain the Supply, Facilities, and Ground Support Units, with the following responsibilities.

Supply Unit:

- Orders personnel, equipment, and supplies.
- Maintains an inventory of supplies.
- Services nonexpendable supplies and equipment.

Facilities Unit:

- Manages the layout and activation of incident facilities.
- Provides sleeping and sanitation facilities.
- Manages base and camp operations.

Ground Support Unit:

- Fuels, maintains, and repairs vehicles.
- Transports personnel and supplies.

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iv.) Finance/Administration

The Finance/Administration Section, headed by the Finance/Administration Section Chief, is responsible for all costs and financial considerations of the incident. The Finance/Administration Section Chief handles:

- Future payments.
- Future budgeting.
- Payment of personnel costs.
- Cost recovery.

Financial considerations are not a major factor during most incident operations. However, when using private-sector resources, or during incidents where the agencies involved will be seeking reimbursement, the financial considerations can be extensive.

If needed, the Finance/Administration Section may include the Time, Procurement, Compensation/Claims, Cost, and Cost Recovery Units.

Optional Placement

The current Incident Command System is based on a system developed by the Wildfire Service. With the expansion of the system to include situations that can pose a threat of violence to Emergency Responder, a security function has been added. The Security Officer can report to the Incident commander as part of

the Command Staff or to the Operations Section Chief as part of the General Staff.

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The Security Officer shall coordinate activities of the Security Group and supervise assigned personnel. Additionally, they shall provide security for Field Command Posts, staging areas, and any location being staffed for the incident. This would also include the security at an ECC/EOC.

Responsibilities include:

- Preparing and submitting a security plan for the Field Command Post, staging area and other facilities to the Logistics Officer.
- Providing necessary security for the staging area to safeguard equipment and personnel.
- Providing escorts for dignitaries admitted to the Field Command Post or staging area.
- Ensuring that security posts are staffed as required.
- Issuing various passes to authorized personnel as needed.
- Denying entrance to unauthorized officers and other persons.
- Notifying the Incident Commander of City/County officials and dignitaries requesting to visit Command Post.
- Maintaining a unit log.

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